Arts University Bournemouth (AUB) Sustainability and Net-Zero Programme

1.0 Introduction

AUB acknowledges global climate change and the ecological crisis and wishes to play its part in mitigating against unwanted outcomes of these issue's. Furthermore, AUB is aware of its own environmental impacts, through operational practices and capital projects, and is committed to eliminating, reducing or compensating where this is not possible, these impacts in an innovative, efficient, and transparent way. The aim of the Sustainability and Net Zero (SNZ) programme is to eliminate, reduce, or compensate AUB impacts and achieve net zero by 2030.

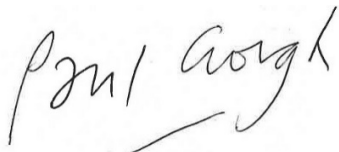1.1 Message from the Principal and Vice-Chancellor

At the heart of the AUB Strategy are four core values that guide our practices and behaviours. Of the four, our value of staying 'connected' speaks powerfully towards the AUB Sustainability Programme, and our ambitions towards neutrality:

"We are better for our diversity. We are enriched by the depth of respect we have for each other and the strength of our relationships with our people, our places and with the planet. Through our commitment to working with those who are different to us, or challenge us, we grow stronger together, creating new synergies, global connections and sustainable futures."

Our commitment to an environmentally sustainable future builds on significant achievements at AUB over the past five years. Having already achieved ISO14001:2015 and platinum status as an Eco-Campus, during the lifetime of this Strategy, we will embrace the spirit and practices of the United Nations Sustainable Development Goals across all aspects of AUB's teaching, research and engagement. We are already seeing this in the new undergraduate curriculum, which staff have co-designed.

We have shown real commitment in becoming a signatory of the Global Climate Letter for Universities and Colleges, issued through EAUC (Environment Association for Universities and Colleges), and AUB has committed to reach net zero by 2030. We have gained certification as a registered Fairtrade university, with the top grade 3 stars. During 2020/21 AUB was presented on the global Fairtrade website as one of two HEI case studies for Fairtrade. We create a great many environmentally sensitive and progressive projects across the University, through AUB Human and through live and simulated briefs These will continue to expand and deepen.

These are all significant achievements for which AUB ought to feel proud. But there is always more to do. The programmes of work set out in the document will be supported by the University and our Board of Governors as we move creatively - and credibly - towards a sustainable and net zero future.

Professor Paul Gough
Principal and Vice-Chancellor

2.0 Context

2.1 <u>Global</u>

Climate change and ecological degradation are leading issue's in today's society.

The Intergovernmental Panel on Climate Change (IPCC) cycle of Assessment reports have made clear that anthropogenic activities are causing the Earth's biogeochemical processes to alter causing likely temperature increases and other extreme weather events. The IPCC Special Report on Global Warming furthermore highlighted the significant differences between keeping warming at 1.5°C and 2°C above that of preindustrial levels. Average global temperature is currently (2021) approximately 1.1°C warmer than pre-industrial times (IPCC 2021). The likely consequences of climate change include heatwaves, water scarcity, and extreme rainfall events (with increased regularity), that in consequence will impact food production, water availability, economic growth, inequality, and health.

2.2 <u>National</u>

The United Kingdom (UK) Government in 2019 pledged to be net-zero by 2050 pursuant of the Climate Change Act 2008. The strategy can be seen here.

The UK Climate Change Committee 2020 Sixth Carbon Budget recommends a scale up of investment, alongside policy adaptation, behaviour change and a commitment to clean technology, if the UK is going to meet the targets set.

2.3 <u>Local and Sector</u>

Both Bournemouth, Christchurch and Poole (BCP) and Dorset councils have declared climate emergencies. BCP have stated their intention to be net zero as an organisation by 2030 and the area itself by 2050, and Dorset council net zero by 2040 and the area by 2050.

The EAUC declared a climate emergency in 2019.

3.0 AUB

3.1 <u>Net Zero Target</u>

AUB signed the EAUC Net Zero pledge in 2021. Net Zero is defined at AUB as that set out in the Race to Zero Interpretation Guide:

An actor reduces its emissions following science-based pathways, with any remaining GHG emissions attributable to that actor being fully neutralized by like-for-like removals (e.g., permanent removals for fossil carbon emissions) exclusively claimed by that actor, either within the value chain or through purchase of valid offset credits.

It is important to accept that not all emissions will be eliminated, and residual emissions will need to be neutralized (section 3.9). This may be due to technological or potentially financial reasons.

3.2 <u>Sustainable Development Goals</u>

AUB supports Sustainable Development Goals (SDG's) and is concentrating on five, whilst acknowledging that universities are institutions that can address all seventeen. Curriculum development introduced the SDG's (alongside Equality, Diversity, and Inclusion goals (EDI's) and Graduate Attributes) into content and outcomes. The SNZ will work in symbiosis with SDG's.

SUSTAINABLE DEVELOPMENT GOALS

3.3 Overarching approaches

The approaches utilized to achieve net zero by AUB are documented in Table 1.

Table 1. Approaches to achieving SNZ programme aims and targets.

Approach	Description
Governance	• Clear definition of control of net zero. Ultimately it is the whole AUB community, but distinct from this, the prescribed holistic control of practices, processes, and procedures at governance level • Ensure all policies have considered and reflect net zero • Individual responsibility is acknowledged via top-down approach cascading through the AUB hierarchy structure • Clear and proactive support and funding opportunities, for net zero and sustainability projects
Engagement and Behaviour Change	• The support of the AUB community will be key to delivering success • Improve student and staff engagement through improved communication, initiatives, and engagement. • Ensure all AUBSU activities are aligned to net zero and encourage, promote, and initiate student engagement (alongside and in symbiosis with the above) • Cascade room booking system where energy efficient buildings and rooms (that are suitable) are used first • Investigate engagement programmes and implement if beneficial • Wherever possible, ensure sustainable behaviour is easier than non-sustainable behaviour • Undertake environmental risk assessments in all areas of the University to identify efficiency gains and promote best practice
Sustainability and Net Zero Education	• Continue the excellent work instigated by C21 and the introduction of SDG's (section 3.2) into the curriculum • Introduce a Carbon Literacy programme • Create a communication plan that is annually updated

	• Seek opportunities to promote sustainable research within course portfolio provision • Ensure provision for AUB community feedback to the programme
Energy and Technology	• Installation of heat pumps or other non-fossil fuel heat and water systems throughout the campus • Increase the provision and use of renewable on-site technology e.g., PV panels • Reduce the energy required to cool buildings via the use of new technology when fitting or replacing cooling equipment • Regular maintenance and checking of TREND energy system to improve efficiency
Information Technology	• Ensure cloud storage is investigated and used • To further the transition from desktop to laptop • Enhance any benefits from agile working
Travel	• To install the 'travel hierarchy' into behaviour change for commuting purposes but also as part of business travel • Transition AUB vehicle fleet to electric or if appropriate hydrogen • Investigate and implement automated procedures that ensure scope 3 agile working emissions are captured and reported on • To utilize technology where possible to limit the amount of travel undertaken • Travel to AUB document to provide significant incentives to promote sustainable transport methods
Waste	• Maintain the zero to landfill • Promote the consideration of waste at procurement level and then further encourage (using the waste hierarchy) reuse, repair, and recycling before general waste • Lower the amount of waste generated (using the waste hierarchy) and thus lowering waste to energy recovery • Monitor waste streams and engage to lower • Ensure construction waste is considered throughout lifecycle of a project and designed out whenever possible • Investigate improvements required to raise the AUB accommodation portfolio recycling rate and lower overall consumption
Procurement	• Procurement is one of the most significant sources of emissions and the most difficult to calculate • Actively engage with AUB supply chain to gather performance data • Reassess Sustainable Procurement Policy to ensure it aligns with sustainability and net zero programme • Provide education to staff (with procurement responsibilities), but also the wider community regarding 'responsible purchasing' guidance • Investigate and implement automated procedures to gather procurement data and associated emissions • Report on procurement emissions using GHG protocol reporting procedures

Reporting	• Continue to report on performance using approved template that ensures continued stability in reporting whilst allowing flexibility • Ensure reporting can communicate performance within the internal AUB community, but also external sector comparisons • Continue to use accepted protocols and best practices to calculate emissions • Install long-term energy, heat, and water monitoring equipment
Capital Works	• All new builds and refurbishments to be aligned to UKGBC (United Kingdom Green Building Council) net zero framework • Ensure staff training is provided for all new builds so that performance drop off does not occur to significant levels • Refurbishment will be required to lower energy usage and ensure resilience to fluctuations for energy provision. Utility and waste generation should be monitored and reported upon • Water efficiency technology and appliances will be used to raise efficiency
Food	• Promote healthy eating options and all dietary requirements • Promote awareness of food waste and food choice impacts and evolve practices to lower food waste
Biodiversity	• Consider the impacts on biodiversity of procedures, practices, and projects (including construction) and use 'expert knowledge' to mitigate when necessary • Use nature-based solutions to prevent the overheating of buildings alongside noise abatement

3.4 <u>Risk</u>

The AUB Risk Register is owned by the Executive Director of Operations and Planning. It covers the key strategic, operational, and financial risks to University sustainability over time, as well as academic and reputational risks. AUB recognises the risks to the University from climate change and the ecological crisis and is recorded in the AUB Risk Register – *Failure to respond to climate emergency and sustainability imperative.* The Risk Register is subject to regular review. The Governors expect to see a clear identification of the risks, and the mitigating actions which the University has put in place. Each risk is owned by a member of the senior team, and the sustainability risk is owned by the University Secretary, as Chair of Environment Committee and of the Net Zero Task Force.

AUB is certified to ISO14001:2015 which contains an Aspects and Impacts Register. This register identifies environmental risks to the University from operations and natural events e.g., extreme weather. Furthermore, a PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis is recorded that highlights climate change and the associated risks and opportunities. The PESTLE will be updated and amended to ensure it is inclusive of the SNZ. The ISO14001:2015 framework is audited each year.

3.5 <u>Boundary</u>

The 'boundary' sets the parameters of the University's responsibilities – how far its influence can reach – as set by the AUB. AUB will report in line with HM Environmental Reporting Guidelines (2019), using operational control boundary definition:

Your organisation reports on all sources of environmental impact over which it has operational control. Your organisation has operational control over an operation if your organisation or one of its subsidiaries has the full authority to introduce and implement its operating policies at the operation.

3.6 <u>Baseline</u>

Previous AUB Sustainability Plans adhered to a baseline as set by HEFCE (Higher Education Funding Council for England) (abolished in 2018 with many of its functions now taken over by the Office for Students (OfS)). However, the emission recording scope in 2005/06 cannot be compared with the SNZ scope which aligns to the Standardised Carbon Emissions Framework (SCEF). The 2005/06 baseline will be adapted to adhere to SCEF (with the justification criteria detailed in Appendix 1) so that historical comparison can be made. The data from the academic year 2018/19 will be a more appropriate baseline (alongside 2005/06 historical record) to measure progress. A similar adjustment is made for the 2018/19 baseline as per 2005/6 to align with SCEF. Using the most recent representative data also ensures the accuracy of Science-Based-Targets approach to lower emissions on the journey to net zero in line with 1.5°C limited increase above pre-industrial levels (section 3.8).

3.7 <u>Scopes</u>

'Scope' is a term used to define a type of emission. To eliminate the chance of double counting, scopes are broken down into three categories:

- Scope 1 covers direct emissions, for example from building energy use (such as heating or cooling), or fuel consumed by owned or leased vehicles

- Scope 2 covers indirect emissions and are associated with the purchase of electricity, steam, or other forms of energy (both heating and cooling)

- Scope 3 covers indirect emissions associated with a wide range of activity: any items or materials which are purchased; supply chains; transport and distribution; business travel including remote working; commuting; and waste generated in operations. It also includes the emissions from any assets which are leased by an organisation.

AUB reports against scopes 1, 2, and 3. Table 3 below lists each of the main sources of emissions at AUB, indicating in each case the scope; data management arrangements; and assessment of data confidence. The final column indicates whether this source is currently included in calculations. Table 2 explains the criteria for the banding.

Table 2. Scope inclusion selection criteria

Selection Criteria	Baseline inclusion	Meaning
Red	No	Data is currently unavailable
Amber	No	Data is available but further clarifications or improvements needed before inclusion is acceptable

| Amber | Yes | Data capture may not be complete, but no clarification of use is required, and current data is preferable to non-inclusion |
| Green | Yes | High confidence of good data |

Table 3. Scopes to include in (2023) inventory and data integrity.

Scope	Emission Source	Data Management	Data Confidence	Baseline Inclusion
1	Gas	Good data from contract portal	High	Yes
1	AUB Fleet Vehicles	Good data, calculated from litres of full use rather than milage	High	Yes
1	Refrigerant Leaks	Data available	High	Yes
1	Volatile Organic Compounds	Data available for 2022/2023 onwards	High	Yes
2	Electric	Good data from contract portal	High	Yes
3	Water	Good data from contract portal	High	Yes
3	Wastewater	Good data from contract portal	High	Yes
3	Transmission and Distribution	Good data	High	Yes
3	Operational Waste	Good data from contract portal	High	Yes
3	Business Travel	Flights, rail travel, external charging EV included	High	Yes
3	Staff Commuting	Survey and portal data	High	Yes
3	Student Commuting	Good survey data	Medium	Yes
3	Commuting (student home)	Good data	Medium – certain assumption shave to made	Yes
3	Capital projects	Good data 2023 onwards	High	Yes – reported on when projects happen
3	Supply chain	Good data	High	Yes
3	Homeworking		High	Yes, but backdated as homeworking was not a policy in baseline date

The net zero inventory – the total emissions to be included – will constitute the emissions from Table 3 with 'High' or 'Medium' data confidence and 'Yes' in the baseline inclusion column and set to align with SCEF.

AUB uses the 2018/19 data (SCEF aligned) (Table 3), to use as baseline inventory for the SBT (alongside 2005/06 for historical comparison) (Graph 1 and Table 4). These emissions

(2018/19) total 9,604.182 tCO_2e and will be used in the Science-Based Target trajectory (section 3.8). Table 3 and Figure 1 will be updated throughout the programme if/as more accurate emissions can be calculated or the SCEF inventory changes.
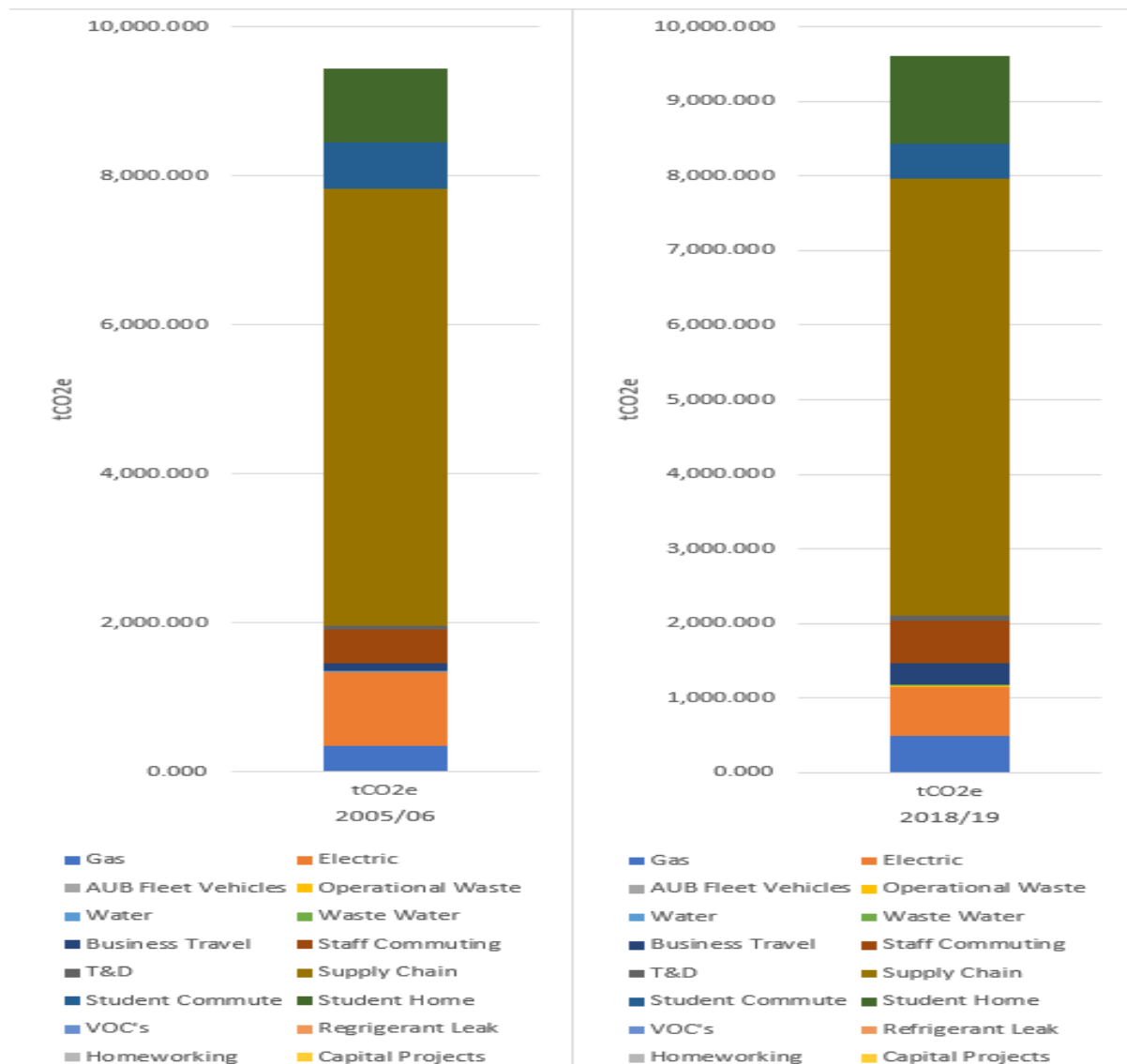
Figure 1. 2005/06 and 2018/19 emission source data updated to conform with SCEF.

Table 4. 2018/19 emission data (Location-Based). Net Zero target is Market-Based reported and considers electric supply emissions to be zero due to REGO contract. Utilities includes all AUB accommodation use under one contract. *Will fluctuate on project years. **Homeworking was not policy in 2018/19.

Emission Source	tCO_2	Scope
Gas	502.488	1
AUB Fleet Vehicles	12.923	1
Refrigerant Leaks	0.000	1
Volatile Organic Compounds	0.000	1
Electric	641.601	2
Water	7.356	3
Wastewater	15.084	3
Transmission and Distribution	55.809	3
Operational Waste	5.597	3
Business Travel	286.641	3
Staff Commuting	573.054	3

|		
Student Commuting	472.631	3
Student Commuting Home	1,163.998	3
Capital projects*	0.000	3
Supply chain	5,867.000	3
Homeworking**	0.000	3
Total	**9,604.182**	

3.8 Science-Based Target

AUB uses a science-based target (SBT) to set the trajectory of decrease, limiting emissions on the path to net zero, and set the minimum emission decrease prior to any potential neutralization. AUB will use an absolute reduction approach following a 1.5°C trajectory as recommended by the IPCC. Figure 2, 3, and 4 and Table 5 demonstrates what a 1.5°C absolute reduction trajectory will look like for the proposed SNZ inventory. It breaks down the level of reduction per scope alongside the total (all scopes) reduction trajectory.

Table 5. Science-based target data between baseline year (historical 2005/6 included but not part of SBT calculation) 2018/19 and 2030/31.

	2005/06	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Scope 1	366.000	515.411	493.764	472.116	450.469	428.822	407.175
Scope 2	978.000	641.601	614.654	587.707	560.759	533.812	506.865
Scope 1&2	1,344.000	1,157.012	1,108.417	1,059.823	1,011.228	962.634	914.039
Scope 3	8,097.102	8,447.170	8,092.389	7,737.608	7,382.827	7,028.045	6,673.264
All Scopes	9,441.102	9,604.182	9,200.806	8,797.431	8,394.055	7,990.679	7,587.304
	2024/25	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Scope 1	385.527	363.880	342.233	320.586	298.938	277.291	255.644
Scope 2	479.918	452.970	426.023	399.076	372.129	345.181	318.234
Scope 1&2	865.445	816.850	768.256	719.661	671.067	622.472	573.878
Scope 3	6,318.483	5,963.702	5,608.921	5,254.140	4,899.359	4,544.577	4,189.796
All Scopes	7,183.928	6,780.552	6,377.177	5,973.801	5,570.426	5,167.050	4,763.674
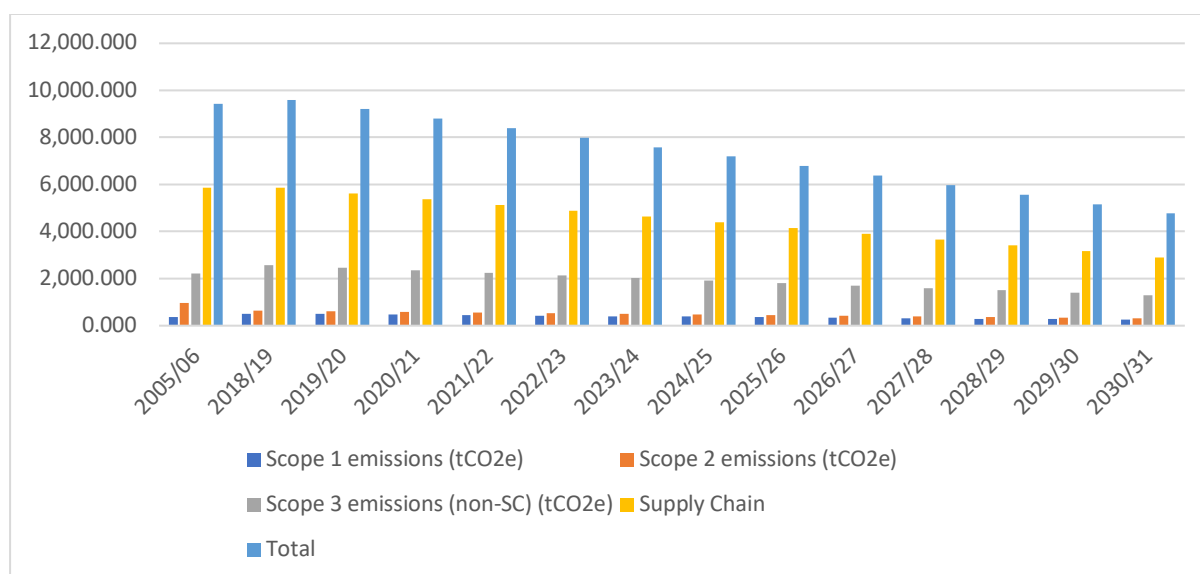
Figure 2. Science-Based-Target (total) with breakdown of scopes 1, 2, and 3 and supply chain separate.
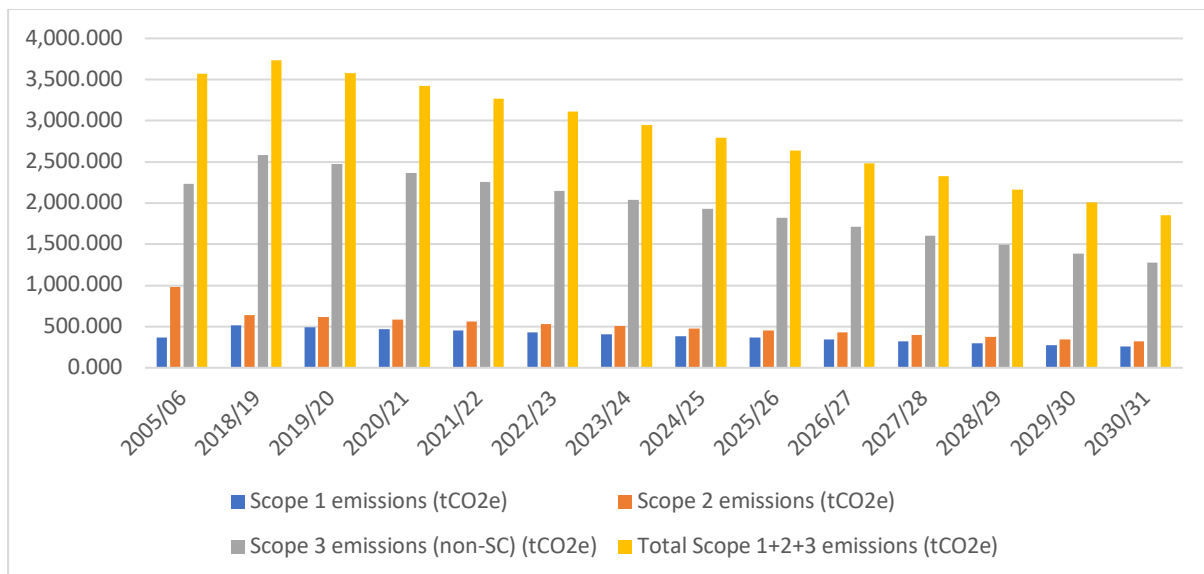
Figure 3. Science-Based-Target (minus supply chain) (total) with breakdown of scopes 1, 2, and 3.
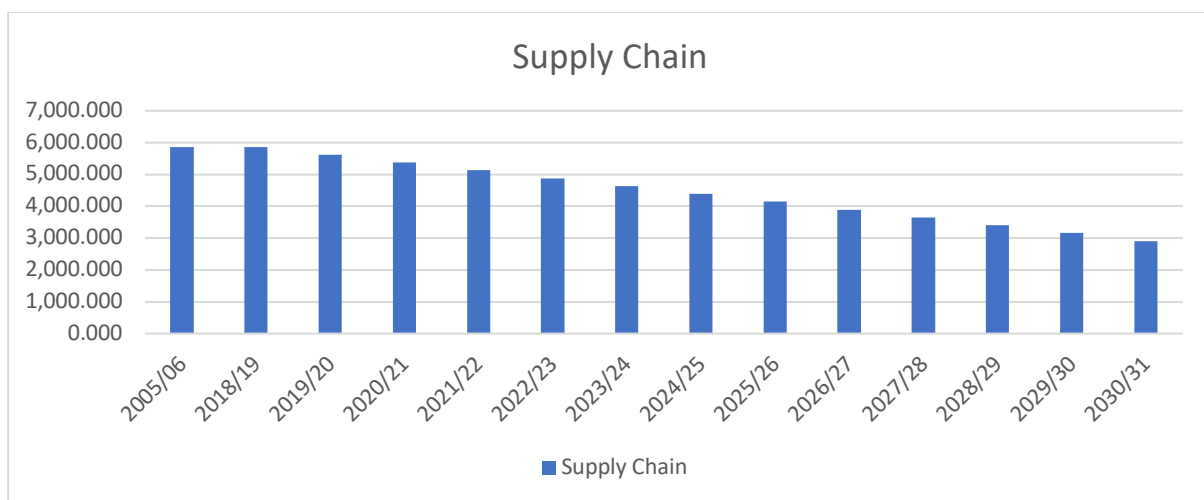
Figure 4. Science-Based-Target for supply chain.

Ultimate success will be emissions remaining under the 1.5°C trajectory total between current date and 2030 and reaching as near to net zero by 2030 as possible. As an absolute minimum, AUB will aim to deliver reductions which meet the 1.5°C trajectory target by 2030, whilst acknowledging any carbon emissions which have not been eliminated by that date will need to be neutralized to deliver on our net zero commitment. Sustainability emissions are Location-Based reported (includes emissions from electricity) and Net Zero is Market-Based reported (recognises Renewable Energy Guarantees of Origin or Power Purchase Agreements for electricity as zero emissions). Our 2050 target guarantees an 80% minimum emission reduction from baseline if not reached beforehand. The EAUC *Cost of Net Zero* calculator has put an estimation of circa £19m cost on AUB net zero works.

3.9 Offsetting

Part of AUB's climate strategy (SNZ) will require offsetting to neutralize and compensate for residual greenhouse gases that cannot be reached or cannot be addressed within the timeframe set. This is a payment to receive credit for a unit of emission reduction or removal conducted by another actor.

AUB will offset using the EAUC Carbon Coalition programme although reserves the right to explore and use other methods and programmes.

4.0 Targets and Projects

This section provides a high-end estimate of the targets and projects needed to accomplish net-zero (it is an estimation only as methodologies etc., may change with time and the SNZ version control may not always match – for granularity and clarification of data please see appendices).

<u>5.1 Net Zero Targets and Projects</u>

Table 6. Net zero inventory – market-based reported. (*) heat pumps will increase electric use but calculated as zero due to REGO contract. (**) supply chain forms part of AUB emissions inventory and data will be added later when actions to address have been formalised.

Emission Source	Target	Project	Date	Baseline tCO$_2$e	Approx. tCO$_2$e Saving
Gas	0% emissions	Install Heat pumps	2030	502.488	502.488
Vehicle fleet	0% (onboard) emissions	Electric vehicles	2030	12.923	12.923
Refrigerant Leaks	Maintenance	Maintenance	2030	N/A	N/A
Volatile Organic Compounds	TBC	TBC	2030	TBC	TBC
Electric	0% emissions	Maintain renewable energy through REGO or PPA	2030	641.601	641.601 (*)
Water	10% reduction (m3)	Behaviour change, waterless toilets	2030	7.356	1.066
Operational waste	25% decrease (tonnes weight)	Investigate waste streams and reduction opportunities through behaviour change and procurement	2030	5.597	1.079
Wastewater	10% reduction in water (m3)	Behaviour change, waterless toilets	2030	15.084	1.508
Staff Commuting	Reduce 100%	Travel portal and offset	2025	573.054	573.054
Student Commuting	Reduce 40%	Behaviour changes and travel incentives	2025	472.631	189.052

Student Commute from Home	Reduce 25%	Behaviour changes and travel incentives	2030		1,163.998	291.000
Business Travel	Reduce 75%	Behaviour changes and travel incentives	2030		286.641	214.981
Capital Projects	Zero emissions	Offset	2024		N/A	N/A
T&D	Electricity projects	Electricity projects	2030		55.809	11.195
Homeworking	TBC	TBC	2030		94.742	TBC

					Market Reporting	
			Baseline Total (minus Supply Chain) tCO$_2$e		3,737.182	
			Savings (minus Supply Chain) tCO$_2$e		2,439.947	
			2030 Total tCO$_2$e		1,297.235	
			Difference to Science-Based-Target tCO$_2$e		-556.407	

Supply Chain	Reduce 50%	Sustainable Procurement Group	2030	5,867.000	2,933.500

				Market Reporting	
			Baseline Total tCO$_2$e		9,604.182
			Savings tCO$_2$e		5,373.447
			2030 Total tCO$_2$e		4,230.735
			Difference to Science-Based-Target tCO$_2$e		-532.939

Electric	Reduce 20%	PV installation	2030	N/A	128.320
Electric	Purchase SMART monitoring technology 10% reduction	Purchase or acquire use of energy and water monitoring software	September 2023	N/A	64.160
Electric	10% reduction (kWh)	Investigate ISO5001 implementation	2030	N/A	64.160

				Location Reporting	
			Baseline Total tCO$_2$e		9,604.182
			Savings tCO$_2$e		4,988.486
			2030 Total tCO$_2$e		4,615.696
			Difference to Science-Based-Target tCO$_2$e		-147.978

Sustainability Projects (not covered by net zero)

5.3 Sustainable Resource Management

Focus Area	Target	Project	Date	Baseline tCO$_2$e (unless stated otherwise)	Approx. tCO$_2$e Saving

| Waste | Recycling rate 65% (adjust for accommodation waste) | Waste audit, procurement opportunities, education | 2030 | 59% | N/A |
| Waste | zero one-use coffee cups on campus | Restrict one-use coffee cup use to visitors, Open Day, or other-special events and only served from one eatery | Advertise/ communicate from September 2023 no longer using one-use coffee cups. Sell AUB reusables in all AUB coffee outlets | N/A | N/A |

Table 8. Sustainable Waste Management.

5.4 Travel

Focus Area	Target	Project	Date	Baseline tCO$_2$e (unless stated otherwise)	Approx. tCO$_2$e Saving
Travel	Zero emissions of AUB bus fleet	Electrification of the bus fleet (by contract negotiation)	2035	TBC	TBC

Table 9. Travel.

5.5 Sustainable Campus

Focus Area	Target	Project	Date	Baseline tCO$_2$e (unless stated otherwise)	Approx. tCO$_2$e Saving
Food	Improve healthy options and lower associated emissions year on year	Improve sustainable, ethical, and healthy eating options in eateries	On-going	N/A	N/A
Buildings	Refurbishments to existing buildings to raise energy, heat, and water efficiency	Existing buildings will need refurbishment to lower energy, heat and water costs and	2030	N/A	N/A

Focus Area	Target	Project	Date	Baseline tCO$_2$e (unless stated otherwise)	Approx. tCO$_2$e Saving
		improve efficiency and net zero			
Buildings	All new builds to be at least one of net-zero, BREEAM, or WELL standard	Eliminates potential net-increase from campus expansion	2022	N/A	No increase from campus expansion or refurbishment

Table 10. Sustainable Campus.

5.6 Biodiversity

Focus Area	Target	Project	Date	Baseline tCO$_2$e (unless stated otherwise)	Approx. tCO$_2$e Saving
Biodiversity	Demonstrate year on year net-biodiversity gain	Increase biodiversity net-gain through various projects	On-going	Set a baseline	Use a net-biodiversity gain matrix for 2024 onwards
Pollinators	Set a percentage target to increase pollinator friendly ecology and habitats to mitigate against the ecological crisis	Introduce, improve pollinator friendly ecology	On-going	Set a baseline	Use a net-biodiversity gain matrix for 2024 onwards
Hedgehogs	Obtain hedgehog friendly campus status	Work towards gold certification over the next three years	December 2024 gold certification	No certification	Gold certification

Table 11. Biodiversity

5.7 Social Justice

Focus Area	Target	Project	Date	Baseline tCO$_2$e (unless stated otherwise)	Approx. tCO$_2$e Saving
Governance	Ensure all AUB policies reflect net zero	Assess all policies to ensure		No policies checked	All policies assessed

	commitments				
Palm Oil	Reduce / eliminate uncertified palm oil use	AUB signed up (11/21) so an initial analysis will set a baseline and then target improvements	Catering – September 2022 and then new target for other contracts	Non-signatory	Signatory
Fairtrade	Maintain Fairtrade certification	Re-certify every two years	2022, 2024, 2026, 2028 and 2030	Uncertified	Certified
Procurement	Contract tender procedures consolidated. Data capture started for 'other' procurement	Investigate emissions and social justice issue's upstream in the supply chain	2022 and ongoing to 2030	N/A	Data capture and calculations will move aspects into other categories and net zero inventory

Table 12. Social Justice

6.0 Contacts

Net Zero Task Force Group

Jon Renyard – University Secretary and Chair and Convenor of Environment Committee and Net Zero Task Force

Mehjabeen Patrick – Director of Finance

Tom Marshall – Head of Estates and Campus Services

Helen Duckworth – Marketing and Communications Manager

Gideon Bohannon – Senior Lecturer BA (Hons) Animation Production

Ben Diamond – Technician Demonstrator; The Workshop

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